

## MRDD Systems Transformation Strategic Plan

### August 28, 2006

**Goal 3:** Development or Enhancement of Comprehensive Quality Management System

**Objective 3A:** *Increase the number of consumers, self-advocates and families that fully participate in the development, implementation and evaluation of the system*

**Outcomes:**

⇒ Increased numbers of consumer, self-advocates and families who participate in the transformation of the system through Advisory Boards and through the Missouri Quality Outcomes system.

**Outcome Measures:** (1) Increased Number of consumers, self advocates and families participating in Advisory Board, SAFE, implementation workgroups and other activities; (2) Participants feel that they have participated in the activities listed above.

**Role of Consumers / Families:** SAFE Volunteers, Missouri Planning Council, Transformation Workgroup Members (IT, Quality management and Community Support)

**Activities:** Conduct Quality of Life Surveys, Participate on Advisory Board

Strategies/ Action Plans	Outputs
<p>3A1: Develop a consumer / family / self-advocate board that provides feedback and guidance to DMH regarding the quality management system</p> <ul style="list-style-type: none"> <li>• Ensure access for participation</li> <li>• Define the role of the advisory board and methodologies used to provide feedback and guidance</li> <li>• Establish meeting schedule</li> </ul>	<ul style="list-style-type: none"> <li>• List of support needs and strategies to provide</li> <li>• Board assembled</li> <li>• Defined rules and responsibilities</li> <li>• Meeting Schedule</li> </ul>
<p>3A2: Fully utilize the Missouri Quality Outcomes as measures for success</p> <ul style="list-style-type: none"> <li>• Review the current Missouri Quality Outcomes with self-advocates and families to determine adaptations if needed</li> <li>• Ensure consistent utilization of the Missouri Quality Outcomes philosophy (e.g. on-line quality of life survey, ease of self reporting)</li> </ul>	<ul style="list-style-type: none"> <li>• Review report</li> <li>• Standardized protocol for using Missouri Quality Outcomes</li> </ul>

Goal 3: Development or Enhancement of Comprehensive Quality Management System

Objective 3B: *Through training and education, increase the number of stakeholders that understand and use the quality management system.*

Outcomes:

- ⇒ More stakeholders assist in planning, implementing and evaluating training.
- ⇒ More stakeholders use the quality management system.

Outcome Measures: (1) Increased number of stakeholders planning, implementing, evaluating and using the system. (2) To be Determined.

Role of Consumers and Families: People First, Missouri Planning Counsel, Advisory Board

Activities: Participate in Needs Assessment, Development and Implementation of Training, Review Quality of Life Indicators

Strategies/ Action Plans	Outputs
3B1. Ensure that key stakeholders participate in the development, implementation and evaluation of the education process <ul style="list-style-type: none"><li>Identify stakeholder training needs and preferred delivery methods</li><li>Create list of trainings for stakeholders</li><li>Engage consumers, self-advocates and family in the development, delivery and evaluation of training</li><li>Evaluate the effectiveness of training and act on the findings</li></ul>	<ul style="list-style-type: none"><li>Needs Assessment Report</li><li>List of trainings</li><li>Advocate, self-advocate and family involvement</li></ul>
3B2. Include the Division's Quality Integrated Functions as a component in the College of Direct Support training <ul style="list-style-type: none"><li>Partner with the College of Direct Support Steering Committee to develop this component</li></ul>	<ul style="list-style-type: none"><li>To Be Determined</li></ul>

Goal 3: Development or Enhancement of Comprehensive Quality Management System

Objective 3C: Design and implement state-of-the art data collection, monitoring / analysis and accessible reporting systems

Outcomes:

⇒ Better data collection, monitoring/analysis and reporting system to assure quality care.

Outcome Measures: (1) Improved computer quality management system (2) To Be Determined

Role of Consumers and Families: Transformation Workgroup Members (IT, Quality management and Community Support), SAFE Volunteers, Missouri Planning Council

Activities: Provide input into data needs, test and provide input into accessibility

Strategies / Action Steps	Outputs
3C1. Analyze the current quality management system and adapt, as required <ul style="list-style-type: none"><li>• Identify user groups and their data needs</li><li>• Conduct a review of our current Quality Management System (e.g. health management; Action plan tracking system)</li><li>• Conduct gap analysis to identify what is missing and create strategies to close the gap</li><li>• Implement the Quality Management System</li></ul>	<ul style="list-style-type: none"><li>• Data needs report</li><li>• Review report</li><li>• Recommendations to close the gap</li><li>• Implementation Plan</li></ul>
3C2. Expand a system that will identify changes in the quality of life of individuals transitioning from habilitation centers to the community <ul style="list-style-type: none"><li>• Use Missouri Quality Outcomes survey and other similar instruments before and after transition to demonstrate outcomes for community living</li><li>• Collaborating with the Missouri Planning Council regarding their quality of life project</li><li>• Sharing information and results with stakeholders</li><li>• Use information to identify ways to increase quality of life and transform the services system</li></ul>	<ul style="list-style-type: none"><li>• Survey results</li><li>• Reports to Stakeholders</li><li>• Policies and protocols for implementing positive change</li></ul>

Goal 4: Transformation of Information Technology to Support Systems Change

Objective 4A: Design and build an integrated system on a scalable platform that meets data and system requirements

Outcomes:

- ⇒ Data system that includes more functions and data collection elements so that stakeholders can access information on needed issues.
- ⇒ More reporting tools (e.g. Provider Scorecard) upon which stakeholders can make decisions.
- ⇒ A system that can be modified to accommodate evolving needs
- ⇒ CIMOR is fully implemented

Outcome Measures: (1) Re-designed system based on stakeholder input; (2) Expanded reporting tools (e.g., Provider Report Card) (3) Survey about usefulness of reports and data

Role of Consumers and Families: Transformation Workgroup Members (IT, Quality management and Community Support)

Activities: Participate in needs assessment

Strategies and Action Steps	Outputs
4A1. Integrate current systems to more efficiently meet information needs <ul style="list-style-type: none"><li>• Identify information system needs identified in the other two workgroups</li><li>• Perform a gap analysis between the identified needs and CIMOR (data collection tools, processes, etc.)</li><li>• Design, build and implement additional functions in CIMOR and Network of Care</li><li>• Utilize CIMOR data warehouse and other data warehouse data for reports (e.g. provider scorecard)</li></ul>	<ul style="list-style-type: none"><li>• Needs report</li><li>• Gap analysis</li><li>• Integrated system</li><li>• Reporting Tools (such as provider scorecard)</li></ul>

Goal 4: Transformation of Information Technology to Support Systems Change

Objective 4B: Increase the number of individuals who utilize a fully-integrated information system

Outcomes:

- ⇒ More useable reports to better meet the needs of stakeholders.
- ⇒ Increase number of stakeholders who utilize a fully integrated information system.
- ⇒ Better utilization of information/knowledge through enhanced partnerships.

Outcome Measures: (1) Better use of fully-integrated information system; (2) Reports more usable; (3) Increased partners with other groups (e.g., Tele- health, Extension)

Role of Consumers and Families: Transformation Workgroup Members (IT, Quality management and Community Support), People First

Activities: Development and Implementation of Training

Strategic Plan/ Action Steps	Outputs
4B1. Develop activities to assure stakeholders can effectively utilize the information system <ul style="list-style-type: none"><li>• Increase the types of training programs to educate users in the use, importance, and way to access the IT system</li><li>• Develop a plan to effectively integrate CIMOR and Network of Care</li><li>• Review the report needs of users, and develop user-friendly reports</li><li>• Develop and implement a variety of methods to disseminate information to potential users</li><li>• Partner with other networks such as Extension and Telehealth to increase access to information systems</li></ul>	<ul style="list-style-type: none"><li>• List of user needs</li><li>• User-friendly reports</li><li>• Educational material</li><li>• Interface plan</li><li>• List of dissemination methods</li><li>• Increased partnerships with Extension / Telehealth</li></ul>

Goal 5: Creation of a System that more effectively manages the funding for long-term supports that promotes community inclusion.

Objective 5A: *Increase availability and flexibility of funding for service options to support individuals transitioning to the community.*

Outcomes:

- ⇒ More flexible and available funding for service options for transitioning to community.
- ⇒ Increased partnership with state and community agencies.
- ⇒ Increased knowledge of Service Coordinators, families, self-advocates, advocates, and providers on how to maximize all available resources.
- ⇒ More effective use by advocates and families of existing and new resources.
- ⇒ Plan on broadening options for contracting through results of pilot.

Outcome Measures: (1) Expanded funding sources; (2) Better use of available and flexible funding sources; (3) More expanded possibilities on service contracting; 4) Decrease on waiting list; 5) Increase list of available waiver services (% TBD)

Role of Consumers and Families: People First, Families of persons who have transitioned

Activities: Assist in developing/ providing training re: available resources; Input into lessons learned report

Strategies and Action Steps	Outputs
<p>5A1. Leverage available funding from all sources</p> <ul style="list-style-type: none"><li>• Identify all available funding sources (e.g. departments, county boards, corporations, etc.)</li><li>• Explore mechanisms for blending of funds from different organizations (e.g. departments, county boards, corporations, etc.)</li><li>• Identify categorical funding streams for opportunities for increased flexibility (e.g. money follows the person)</li><li>• Explore new funding sources with state partners</li><li>• Enhance existing and create new partnerships with the identified funding sources</li><li>• Develop policies and protocol for maximizing all available resources</li><li>• Educate Service Coordinators, Families, Self-Advocates, Advocates, and providers on how to maximize all available resources</li></ul>	<ul style="list-style-type: none"><li>• Listing of funding sources</li><li>• Partnerships created with other departments</li><li>• List of new funding sources</li><li>• New ideas</li><li>• Policies &amp; protocols</li><li>• Training curriculum</li></ul>

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Strategies and Action Steps	Outputs
5A2. Broaden options for contracting with qualified providers to increase service capacity <ul style="list-style-type: none"><li>• Develop alternative flexible contracting and reimbursement methods with input from stakeholders</li><li>• Examine policy or regulation barriers between or among funding sources</li><li>• Pilot selected innovative options while maintaining quality standards</li><li>• Evaluate the effectiveness of the piloted options</li><li>• Expand successful options</li></ul>	<ul style="list-style-type: none"><li>• Recommended flexible contracting methods</li><li>• List of policy and regulation barriers</li><li>• RFP for the pilot(s)</li><li>• Pilot findings</li><li>• Implementation Plan for Expansion</li></ul>

Goal 5: Creation of a System that more effectively manages the funding for long-term supports that promotes community inclusion.

Objective 5B: Increase the number of individuals and families who choose to transition to life in the community from habilitation centers and increase the number of those who choose to remain in the community

Outcomes:

- ⇒ More individuals and families will choose to transition to life in the community from habilitation centers and increase the number of those who choose to remain in the community.
- ⇒ Increase the proportion of Medicaid funding for people with DD directed to community based services.
- ⇒ Decrease the proportion of Medicaid funding to state operated facilities.
- ⇒ Increase in Medicaid Waiver slots in community and decrease in ICF/MR beds.
- ⇒ Those individuals who move to the community will report a better quality of life and 85% consumer satisfaction.
- ⇒ Increased use of self-directed support options.

Outcome Measures: (1) Number entering and leaving habilitation centers; (2) Better quality of life for those who move to the community and consumer satisfaction with services; (3) Better informed about choices; (4) Increase the proportion of Medicaid funding for people with DD directed to community based services; (5) Decrease the proportion of Medicaid funding to state operated facilities.

Role of Consumers and Families: Participants in Sharing Our Strengths Project as well as other mentoring initiatives, People First, SAFE Volunteers, Missouri Planning Council

Activities: Mentors, Assist in developing/providing training, Conduct Quality of Life Surveys

Strategies and Action Steps	Outputs
5B1. Ensure a consistent process for transition planning and sharing important information (case histories, support preferences, relationships, etc.) for individuals who are transitioning <ul style="list-style-type: none"><li>• Study the current process for sharing information</li><li>• Identify what is and isn't working well</li><li>• Implement a consistent process including the best practices</li><li>• Utilize lessons learned across all transition</li></ul>	<ul style="list-style-type: none"><li>• Current process</li><li>• New process</li><li>• lessons learned report</li><li>• Implementation plan</li></ul>



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Strategies and Action Steps	Outputs
5B2. Strengthen mentoring opportunities as a means of helping consumers transition (peer-to-peer, family-to-family, etc.) <ul style="list-style-type: none"><li>• Explore partnerships with existing mentoring projects (e.g. Planning Council; Sharing our Strengths; etc.)</li><li>• Evaluate and expand mentoring activities specifically to support transition from a Habilitation Center to the community</li><li>• Educate stakeholders about the availability and use of mentoring opportunities</li></ul>	<ul style="list-style-type: none"><li>• List of current mentoring programs</li><li>• Protocol of the mentoring programs</li><li>• evaluation report</li><li>• Education &amp; communication Plan</li></ul>

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Strategies and Action Steps	Outputs
5B3. Ensure that the person-centered planning process identifies and utilizes the system of informal supports (neighbors, friends, co-workers, churches, etc.) <ul style="list-style-type: none"><li>• Review current policies and practices</li><li>• Identify successful strategies in utilizing and accessing informal supports</li><li>• Develop training strategies in utilizing and accessing informal supports</li><li>• Educate stakeholders including direct support staff regarding strategies for accessing informal community supports</li></ul>	<ul style="list-style-type: none"><li>• Review report</li><li>• List of successful strategies</li><li>• Education plan and material</li></ul>

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Strategies and Action Steps	Outputs
5B4. Further develop self-directed support options <ul style="list-style-type: none"><li>Evaluate the results of the Independence Plus Grant Project and determine the feasibility of including the Independence Plus option in all waivers</li><li>Develop a plan to implement recommendations from evaluation of Independence Plus Project.</li></ul>	<ul style="list-style-type: none"><li>A plan to implement key recommendations in Evaluation of Independence Plus Project</li></ul>
5B5. Develop the MRDD specific content for the Network of Care webpage <ul style="list-style-type: none"><li>Identify the type of MRDD information that should be placed on the website</li><li>Provide the Network of Care team with MRDD information / products</li><li>Educate and communicate stakeholders on how to use Network of Care</li></ul>	<ul style="list-style-type: none"><li>List of MRDD information (Provider profiles, etc.)</li><li>Education / Communication Plan</li></ul>

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Strategies and Action Steps	Outputs
5B6. Develop a variety of resources that support individuals in making informed choices <ul style="list-style-type: none"><li>• Provide information to stakeholders on the use of microboards</li><li>• Develop a resource guide on innovative community living options (home of your own, mother-in-law quarters, self directing, etc.)</li><li>• Capture and share real success stories in different formats (video, audio, etc.)</li><li>• Educate staff on how to help people make informed choices</li><li>• Increase public awareness of informational resources and how to obtain them</li></ul>	<ul style="list-style-type: none"><li>• Information products</li><li>• Resource guide</li><li>• Case studies</li><li>• Educational material</li><li>• Public awareness campaign plan</li></ul>

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Strategies and Action Steps	Outputs
5B7. Develop a compendium of evidenced based and best practices and provide technical assistance to stakeholders <ul style="list-style-type: none"><li>• Define evidenced based and best practices</li><li>• Identify target areas for best practice focus (e.g. employment, behavioral supports, etc.)</li><li>• Identify best practices in each area</li><li>• Provide training and TA in the target areas</li></ul>	<ul style="list-style-type: none"><li>• Compendium of Best Practices with definition</li><li>• Training plans</li><li>• Educational resources</li></ul>

Goal 5: Creation of a System that more effectively manages the funding for long-term supports that promotes community inclusion.

Objective 5C: Within the community, increase availability, timeliness and follow-up of behavioral support resources, counseling services, and crisis management for individuals and their families.

Outcomes:

- ⇒ More community capacity to address the need for behavior support. (e.g., Telehealth, community crisis teams, autism resources).
- ⇒ Fewer individuals entering or returning to institutions because of behavioral issues.
- ⇒ More knowledge about best practices (e.g. behavioral support).

Outcome Measures: (1) Increase in the number of crisis teams; (2) Fewer individuals entering or returning to habilitation center for behavioral issues; (3) Gain in knowledge about Successful Strategies

Role of Consumer/Families: Families on the MARRA Team, People First, Families

Activities: Participate in the identification of Autism resources; Participate in development and delivery of training

Strategies and Action Steps	Outputs
5C1. Develop community crisis teams and behavioral supports to include all disciplines (social work, psychiatry etc.) and other agencies, (police departments, etc.) <ul style="list-style-type: none"><li>• Determine where the capacity currently exists (support teams)</li><li>• Determine where unmet needs exist</li><li>• Identify potential strategies</li><li>• Build capacity in targeted areas of the state (training, TA, team building, etc.)</li></ul>	<ul style="list-style-type: none"><li>• Increased number of crisis response teams</li><li>• Capacity / demand report</li><li>• Protocol of successful crisis team building</li></ul>
5C2. Develop community alternatives to hospitalization and improve access to outpatient services <ul style="list-style-type: none"><li>• Piloting the use of the Telehealth network to support complex behavioral and medical support needs</li><li>• Expand the continuum of care options safety net (emergency respite etc.)</li><li>• Determine barriers to the coordination of care with community mental health professionals</li><li>• Develop short term and long term strategies to increase community competencies in meeting emotional, psychiatric, substance abuse and behavioral needs</li></ul>	<ul style="list-style-type: none"><li>• Increased use of Telehealth network</li><li>• Increased care options</li><li>• Long and short term action plan</li></ul>

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Strategies and Action Steps	Outputs
5C3. Develop an Interactive Autism Network <ul style="list-style-type: none"><li>• Collaborate with other Autism initiatives through the Missouri Autism Research and Response Agenda (MARRA)</li><li>• Create a voluntary Autism registry with a potential link to national resources</li></ul>	<ul style="list-style-type: none"><li>• Partnerships</li><li>• Interactive Autism Network</li></ul>

Goal 5: Creation of a System that more effectively manages the funding for long-term supports that promotes community inclusion.

Objective 5D: Increase the quality of services and support through consistency and variety of training

Outcomes:

- ⇒ Direct Support Professionals will receive training through College of Direct Supports resulting in improved competencies and skills.
- ⇒ Assure training based on assessment of need, and that consumers, self-advocates and families participate in development, delivery and evaluation of training.
- ⇒ Fewer problems will be found on person centered plan audits (Medicaid waiver reviews), inspections, appropriate health screenings, and SAFE survey reports.

Outcome Measures: (1) Increased training of Direct Support Professionals; (2) Fewer problems identified during Medicaid waiver reviews

Role of Consumers/Families: People First Members; Transformation Workgroup Members (IT, Quality Assurance, Community Support)

Possible Activities: Assist in developing/providing training

Strategic Plan and Action Steps	Outputs
5D1. Develop and implement a training program that meets the needs of targeted stakeholders <ul style="list-style-type: none"><li>• Conduct a needs assessment</li><li>• Define and clarify mandatory trainings for stakeholders – including refresher courses</li><li>• Engage advocates, self-advocates and family in the development, delivery and evaluation of training</li><li>• Evaluate the effectiveness of training and act on the findings</li></ul>	<ul style="list-style-type: none"><li>• Needs Assessment Report</li><li>• List of mandatory trainings</li><li>• Advocate, self-advocate and family involvement</li></ul>
5D2. Support the expansion of the College of Direct Support statewide Assist in the development of a mentoring system for direct support professionals statewide.	<ul style="list-style-type: none"><li>• Increased number of Direct Support Professionals with certificates of completion.</li></ul>